

BUILDING INTEGRATED COMMUNITIES

in Siler City, North Carolina:

Action Plan for Immigrant Integration

The Town of Siler City partnered with local residents and leaders of community organizations to develop this action plan

February 2019

The Latino Migration Project

University of North Carolina at Chapel Hill

Fed Ex Global Education Center

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The Building Integrated Communities initiative at UNC Chapel Hill



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Introduction

The Planning Committee of **Siler City Building Integrated Communities** proposes this action plan. Siler City Building Integrated Communities is a three-year collaboration between the [Town of Siler City](#), the statewide [Building Integrated Communities](#) (BIC) program at the University of North Carolina at Chapel Hill, and the following members of local organizations and networks that represent and/or serve foreign-born and Hispanic communities:

Siler City Building Integrated Communities Planning Committee

Jesse Bradley	Founder/Program Director, Right Here, Right Now (RHRN) Project
Amber Barnett	Center Director, Daymark Recovery Services
Erika Brown	Regional Planner, Triangle J Council of Governments
Kim Caraganis	ED, Communities in Schools of Chatham Co. (CIS CC)
Mike Cowell	Branch Manager, Wren Memorial Library, Siler City
Ilana Dubester	Executive Director, El Vínculo Hispano
Tracy Fowler	Executive Director of Student Support Services, Chatham County Schools
Renita Foxx	Court Program Coordinator, Chatham 360 First Offenders
Casey Hilliard	Chatham County Public Health Department
Cristal Jimenez	Clinical and Community Health Services Processing Asst. Chatham Co. Public Health Dept.
Joseph Keel	Director, Siler City Parks and Recreation
Carrie Little	Executive Director of Federal Programs for Chatham County Schools
Selina Lopez	Program Manager, Youth Leadership, El Vínculo Hispano
Gloria Maldonado	Siler City Police Dept.
Marianne McIver	Uplift Chatham
Jeanne Miller	Interim Chief, Siler City Police Dept.
Elizabeth Plata	IT Coordinator, Chatham Co. MIS Technology & GIS
Janet Ramirez	Program Coordinator, El Vínculo Hispano
Victoria Romero	Manager for Case Management Services, El Futuro
Aspen Romeyn	Principal Planner, Triangle J Council of Governments
Maria Soto	Communities in Schools of Chatham Co. (CIS CC)
Luke Smith	Psychiatrist and Executive Director, El Futuro
Jon Spoon	Chatham Co. Small Business Center Director, CCCC
Anna Testerman	ED, Chatham Transit Network
Bryan Thompson	Town Manager, Town of Siler City
Stephanie Watkins-Cruz	Policy Analyst, Chatham County Manager's Office
Julie Wilkerson	Chatham County Public Health Department
Michelle Wright	Chatham County Public Health Department
Michael Zelek	Chatham County Public Health Department

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What is the Action Plan?

Development of this action plan was preceded by a one year [Community Assessment](#) including discussions with immigrant residents, a review of demographic data, oral history interviews, and more.

The actions proposed here aim to leverage existing Town resources, as well as the respective expertise and networks of the involved Planning Committee members, to improve several community-identified issues with respect to: **business and entrepreneurship, communication and leadership, housing, parks and recreation, public safety and law enforcement, public transportation, and youth mental health.**

In this document, each of the key areas are identified according to the following icons:



Communication



Housing



Leadership



Youth Mental Health



Business & Entrepreneurship



Public Safety & Law Enforcement



Parks & Recreation



Public Transportation

Key Terms and Symbols

- **Strategic Objective:** The longer-term, wider change needed.
- **Strategy:** The planned actions that will help achieve the strategic objective.
- **Intermediate Result:** The benefit expected to occur.
- **Performance Measures:** Factors that provide a simple and reliable way to measure achievement. Performance indicator statements should be SMART (specific, measurable, achievable, relevant, time bound).
- **Resources:** The goods and/or services needed for the strategy.



signals that an item is anticipated to require Board of Commissioners consideration
signals that the UNC BIC Team is taking care of the action/item



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Strategic Objective 1 (Communication): Improve communication between the Town of Siler City and local residents.

	Strategy	Intermediate Result	Performance Measures and Timeline	Partners	Resources
1.1. ★	Create a Town Communications Specialist Position that is bilingual in Spanish and English.	Enhanced communication and trust with town residents and utility customers.	FY 2021		
1.2. ★	Translate the Town of Siler City Government Guide into Spanish and post on website.	Residents better understand the functions of local government.	May 2019		UNC BIC Team
1.3.	Create a bilingual communications plan for the Town of Siler City. ➤ Include key information sources for the Spanish-speaking population	Siler City residents will be better prepared for extreme weather and more knowledgeable about Town events and opportunities.	April 2019	<ul style="list-style-type: none"> • Town of Siler City • SC Police Department • Radio and other media outlets • Non-profit organizations • Chatham County EMS 	
1.4.	Create a bilingual resource guide for Siler City and Chatham County ➤ Online ➤ Print version distributed by partners	Residents can access available resources.	<ul style="list-style-type: none"> *Number of hits on the Town website *Number of copies distributed by partners 	<ul style="list-style-type: none"> • United Way • The Hispanic Liaison • Local schools, churches, <i>tiendas</i>, health clinics, and Laundromats • Chatham Literacy 	Partnering organizations print copies and distribute


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1.5.	<p>Provide Spanish interpretation for Board of Commissioners (BOC) meetings.</p> <ul style="list-style-type: none"> ➤ Produce a copy of the agenda cover in jpeg format so EVH/partners can distribute via social media a few days ahead of the meeting ➤ Establish turn-around time needed by interpretation services to determine when jpeg goes out to partners ➤ Requests for interpretation will be directed to the Town's main phone line. Caller will request Spanish to be transferred to a bilingual staff member who will then relay request to Manager's Office ➤ Explore an automated phone answering system to handle requests in the future 		Start offering interpretation in July 2019.	Tilde	\$2000 (estimate)
1.6. 	<p>Increase the number of bilingual employees by:</p> <ul style="list-style-type: none"> ➤ Offer pay incentives for bilingual employees. ➤ Make Spanish fluency a minimum requirement and/or preference for positions requiring communication with the public. 	<p>Major improvements in Town communications with residents and better resolution of community challenges.</p> <p>Bilingual staff hires will reduce interpretation and translation costs.</p>	Staff communication requests in Spanish.		Staff time

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	<p>➤Review database of Town job descriptions (starting with FY 2020 new hires) and add the note to each job description: “Before re hiring, please revise the job description with a consideration of the following questions: Does the job require communication with the public? If so, add “Spanish language fluency” as a minimum requirement or as a preference with a pay incentive.</p>				
<p>1.7. </p>	<p>Add an “español” button to the top of the website that links to:</p> <ol style="list-style-type: none"> a. The bilingual version of the Town Guide at the minimum, along with a message in Spanish explaining what the Town is doing to improve communication with residents. b. Instructions to enable browser's English to Spanish translation (only available on Chrome). 	<p>Major improvements in Town communications with residents.</p>	<p>Number of hits on the Town website’s Spanish pages.</p>	<p>No cost</p>	<p>UNC BIC Team</p>

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Strategic Objective 2 (Leadership): Enhance leadership opportunities for residents in Siler City and Chatham County.

	Strategy	Intermediate Result	Performance Measures and Timeline	Partners	Resources
2.1.	Create a Latino community advisory committee to the Town of Siler City. ➤ Establish an interim committee to setup foundation for the future advisory committee	The BOC and manager will regularly receive recommendations for advancing the well being of Siler City residents.	Number of meetings		
2.2.	Support community youth leadership groups.	Youth learn about local government, develop leadership skills, and share recommendations with BOC and staff members.		El Vínculo Hispano Youth Leadership Group.	
2.3.	Recruit Latina/o/x community members for existing boards and commissions. Hold bilingual recruitment events to share the functions of local leadership positions and help individuals apply.	Local government will better reflect the demographic composition of the community.		Siler City Police Department, radio and other media outlets.	Staff time
2.4.	Provide language access to committee members or councilmembers learning English to ensure full civic participation.	Enhanced civic participation for Siler City residents.			Staff interpretation incurs no cost. Hourly costs of third party language interpretation are \$100-\$150/hour.

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Strategic Objective 3 (Business and Entrepreneurship): Support small businesses and stimulate economic growth in Siler City and Chatham County.

	Strategy	Intermediate Result	Performance Measures	Partners	Resources
3.1.	Siler City Planning Department will visit downtown businesses to share bilingual resources.	Small business owners will have better access to SBC programming, façade grants, the revolving loan fund and town services.	*Number of visits *Information distributed *Number of resources available in Spanish	<ul style="list-style-type: none"> Siler City Planning Department CCCC Siler City Development Organization 	The town of Siler City and the Small Business Center will provide all necessary funding and staffing for the event.
3.2.	Schedule a 'Basics of Starting a Business' seminar to be held in Spanish.	Increase availability of small business development resources to Spanish-speaker.		<ul style="list-style-type: none"> Economic Development Partnership of NC (EDPNC) Latino Credit Union CCCC Town of Siler City 	Small Business Center will provide all necessary funding and staffing for the event.
3.3.	Form a Latinx Institute pilot at Central Carolina Community College.	<p>Increased career path success for young students transitioning from public high schools.</p> <p>Expanded continuing education offerings provided in Spanish at CCCC campuses.</p>	*Class attendance *Development of a scalable plan following pilot	Associate Dean of College and Career Readiness and the ESL Recruitment and Assessment Coordinator at CCCC.	Central Carolina Community College with potential grant assistance.

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Strategic Objective 4 (Parks and Recreation): Enhance the participation and leadership of Siler City residents in Parks and Recreation.

	Strategy	Intermediate Result	Performance Measures and Timeline	Partners	Resources
4.1.	Hire a full-time bilingual Programs & Community Outreach Coordinator.	Address recommendations expressed by residents through the community assessment conducted by Siler City BIC.		The Town of Siler City	\$60,000/year
4.2.	Install Google Translate button on web and social media pages.	Improved communication with Spanish-speaking residents of Siler City.			
4.3.	Publicize Parks and Recreation board openings and newsletters to the networks of community organizations that listed in the communications resource guide.	Increased participation of residents in Parks and Recreation Programs.			
4.4.	Communicate recent accomplishments in a special bilingual issue of the newsletter.	Improved communication with Spanish-speaking residents of Siler City.			
4.5.	Improve all soccer facilities.				

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4.6.	Translate the Siler City Parks and Recreation Program Guide into Spanish.				
4.7.	Publicize Parks and Recreation board openings and newsletters to the networks of community organizations that listed in the communications resource guide.	Increased participation of residents in Parks and Recreation Programs.			

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Strategic Objective 5 (Housing):

- Improve awareness and communication around housing resources and issues
- Improve existing housing stock
- Create New Affordable Housing

	Strategy	Intermediate Result	Performance Measures and Timeline	Partners	Resources
5.1.	Hire/appoint a fair housing ombudsman to implement the BIC Housing Action Plan.	See below			
5.2.	<p>Increase and sustain education efforts around tenant rights/ landlord responsibilities.</p> <p>Encourage mechanisms of self-advocacy, with a particular focus on non-English speakers.</p>	<p>Tenants are better informed and have access to existing resources and avenues to address housing issues.</p> <p>Landlords are better informed of their responsibilities and existing housing resources.</p>	<p>*Number of community events where the Town or County has participated and provided information about housing resources.</p> <p>*Number of organizations that receive the information from the Town or County.</p> <p>*Number of calls received by the Town of Siler City to report housing discrimination violations in Siler City and the proportion of cases that were assisted/resolved.</p> <p>*Number of housing code violations reported and the proportion of violations that were corrected.</p>	<ul style="list-style-type: none"> • Town of Siler City • Chatham County • Chatham County Housing Authority • Local Community-Based Non-Profits • NC Human Relations Commission • Legal Aid of NC 	

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5.3.	Identify potential areas for strengthening the town housing code in compliance with state law.	Reduce the proportion and number of properties in poor condition. Reduce the number of minimum housing code violations.	*Number of rental properties that are considered to be in poor, very poor, or unsound condition by the tax assessor. *Number of housing code violations reported and the proportion of violations that were corrected.	<ul style="list-style-type: none"> • Town of Siler City • Triangle J Council of Governments (research) 	<ul style="list-style-type: none"> • Staff time • Salary for new position (full-time): TBD
5.4.	Provide information for landlords on their responsibilities and resources (fair housing act, town housing codes, landlord incentives, eviction laws, etc.)			<ul style="list-style-type: none"> • Town of Siler City • Triangle J Council of Governments (research) 	
5.5.	Offer legal services for all tenants regardless of documentation status to assist with housing code violations, housing discrimination, etc.			<ul style="list-style-type: none"> • Town of Siler City • Chatham County • Local Community-Based Non-Profits • Legal Aid of NC • Duke, UNC- Chapel Hill, and NCCU law schools 	
5.6.	Adopt the Chatham Location Policy.	Set up meeting with Town of Siler City and Planning Staff to review the Location Policy and discuss formal adoption/edits that need to be made/financial feasibility.	Increase in the number of legally binding and market rate affordable units.	Town of Siler City and Chatham County planning departments.	

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5.7.	Encourage affordable housing provisions in residential development	Meetings with Town & Planning Staff to identify pipeline development and capacity for incentives.	*Availability of units near resources (shopping, services, etc.) *Number of legally-binding affordable/market affordable units		Staff time
5.8.	Identify publicly owned developable land for potential affordable housing development	Update of current publicly owned land analysis from 2017 - and highlight Siler City parcels. Affordable housing is built on publicly-owned land	*Number of legally-binding affordable/market affordable units	Town of Siler City and Chatham County planning departments	Staff time Publicly-owned land

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Strategic Objective 6 (Youth Mental Health):

- Improve access to mental health services for youth in Siler City
- Reduce stigma surrounding mental health in Siler City
- Reduce depression/anxiety and suicide among youth in Siler City

	Strategy	Intermediate Result	Performance Measures and Timeline	Partners	Resources
6.1.	Host a family-friendly community event.	Increase awareness and understanding of mental health and available resources.	Increase in the proportion of Hispanic/Latinx youth who receive needed mental health services.	<ul style="list-style-type: none"> • Chatham County Schools-guidance counselors and administrative staff • El Vinculo Hispano • El Futuro • Daymark Recovery • Communities in Schools • Access to Comprehensive Healthcare Subcommittee of Chatham Health Alliance (formerly Access to Mental Health Services) 	
6.2.	Increase availability of behavioral health services in Chatham County schools through partnership with El Futuro.	Increase in the proportion of Hispanic/Latinx youth who receive needed mental health services.	See above	See above	Partnering organizations print copies and distribute

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6.3.	Expand Communities in Schools programming to other schools in Siler City, specifically Jordan Matthews (or build a bridge program).	See above	See above		To expand the reach of Communities in Schools additional funding is needed to support increased staff and other overhead costs. Likely cost \$50,000-\$75,000.
6.4.	Implement a community awareness and education campaign with shared and culturally appropriate messaging.	Reduced stigma surrounding mental health among Hispanic/Latinx community as evidenced by increased utilization of mental health services and resources.	See above		Social media ads, local event advertising, community education forums/workshops would cost \$15,000.
6.5.	Train peer counselors, mentors, or community health workers to educate and engage the community around the issues of stress, depression, anxiety, suicide, and trauma among Hispanic/Latinx youth.	Reduction in the percentage of Hispanic/Latinx youth reporting symptoms of depression, anxiety, and suicidal thinking.	See above		Overhead and personnel costs to train, supervise, and support peer counselors, mentors, or community health workers would cost \$50,000-\$60,000 annually.
6.6.	Implement a youth led community action project to assess the root causes of the disparity, identify policy and systems level interventions to address the disparity, and to enact the interventions.	Reduction in depression/anxiety and suicide among Hispanic/Latinx youth.	Number of youth in leadership roles in the community.		\$15,000-50,000

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Strategic Objective 7 (Law Enforcement): Build trust within the community and improve communication with residents.

	Strategy	Intermediate Result	Performance Measures and Timeline	Partners	Resources
7.1. ★	Provide a 5% pay incentive for police officers with fluency in Spanish language.		January 1, 2019		CCCC to provide Spanish language assessments.
7.2.	Share traffic stop and investigative (“stop and frisk”) data on race, ethnicity and gender with public via SCPD website on a quarterly basis.	Better transparency and trust with residents.	2019		
7.3.	Implement communications/disaster relief plan for the Town of Siler City (see 1.3).	Siler City residents will be better prepared for extreme weather and more knowledgeable about Town events and opportunities.	April 2019	<ul style="list-style-type: none"> • Town of Siler City • SC Police Department Radio and other media • Non-profit orgs. • Chatham County EMS 	
7.4.	Participate in the annual September <i>Fiesta</i> event and Spring Legal Fair event.		2019	El Vínculo Hispano.	
7.5.	Explore adoption of the Faith ID Program.			<ul style="list-style-type: none"> • St. Julia Catholic Church • El Vínculo Hispano 	
7.6.	SCPD will participate in an implicit bias training.		2019		Racial Equity Institute.

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Strategic Objective 8 (Public Transportation): Expand the current transportation options, improve accessibility from neighborhoods, and explore new alternatives to enhance residents' ability to travel within the town and to other locations in the county and the Triangle area.

	Goals	Strategies	Outcomes and Timeline	Partners	Resources
8.1.	Engage with Chatham Transit to arrive at an understanding of community needs and how to meet them.	Establish a series of meetings to discuss assessment findings.	Communicate the needs of the immigrant community and learn what strategies can be pursued (IN PROGRESS).	<ul style="list-style-type: none"> Chatham Transit El Vínculo Hispano 	Staff time
8.2.	Enhance walkability for Siler City residents, particularly immigrant residents.	Add sidewalks and bike lines to key streets connecting where immigrants live to areas they need to access.	<p>Allow residents to walk and bike safely along routes connecting their places or residence with places of work, shopping, etc. within Siler City.</p> <p>Timeline: TBD</p>	Town of Siler City Department of Planning and Community Development.	TBD
8.3.	Provide an alternate transport corridor between immigrant resident's homes and key locations.	<p>Expand the Love's Creek Greenway to connect the Love Creek, Autumn Estates, and Hampton Village mobile home parks.</p> <p>Expand the Greenway so that it connects the three above mobile home communities with Wal-Mart, the Bojangles parking lot, and the poultry plant on HWY 64.</p>	<p>Allow individuals who do not drive to access key sites within Siler City and transportation stops that communicate Siler City with outside communities.</p> <p>Timeline: TBD</p>	Town of Siler City Department of Parks & Recreation.	TBD

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